

#52

COMPLETE

**Collector:** Email Invitation 1 (Email)  
**Started:** Wednesday, October 10, 2018 12:10:38 PM  
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**Time Spent:** Over a month  
**First Name:** Amanda  
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**Custom Data:** El Dorado  
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Page 2: B. Contact Information

**Q1 1.** County Name **El Dorado**

**Q2 2.** Select the department you are representing. **Child Welfare  
Department**

**Q3 3.** Contact Information (Child Welfare)

Name of Contact Person **Michael Moncrieff**  
Department Name **CWS-RFA**  
Email Address **michael.moncrieff@edcgov.us**  
Phone Number **530-642-4885**

**Q4 4.** Contact Information (Probation)

Name of Contact Person **Karla Kowalski**  
Department Name **Probation**  
Email Address **karla.kowalski@edcgov.us**  
Phone Number **530-621-5646**

Page 3: C-1. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q5 1.</b> Recruitment goal for non-related caregivers (Child Welfare):	Percent Increase (%)	<b>19</b>
	Number Increase (#)	<b>10</b>

<b>Q6 2.</b> Recruitment goal for non-related caregivers (Probation):	Percent Increase (%)	<b>0</b>
	Number Increase (#)	<b>0</b>

Foster Parent Recruitment, Retention and Support (FPRRS) FY 2017-18 Outcomes and FY 2018-19 Allocation  
Plan Report

<b>Q7 3.</b> Recruitment goal for relative/NREFM caregivers (Child Welfare):	Percent Increase (%)	<b>17</b>
	Number Increase (#)	<b>15</b>

<b>Q8 4.</b> Recruitment goal for relative/NREFM caregivers (Probation):	Percent Increase (%)	<b>0</b>
	Number Increase (#)	<b>0</b>

Page 4: C-2. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q9 1.</b> Recruitment goal for non-related caregivers (Child Welfare):	Percent Increase (%)	<b>30</b>
	Number Increase (#)	<b>9</b>

<b>Q10 2.</b> Recruitment goal for non-related caregivers (Probation):	Percent Increase (%)	<b>0</b>
	Number Increase (#)	<b>0</b>

<b>Q11 3.</b> Recruitment goal for relative/NREFM caregivers (Child Welfare):	Percent Increase (%)	<b>30</b>
	Number Increase (#)	<b>9</b>

<b>Q12 4.</b> Recruitment goal for relative/NREFM caregivers (Probation):	Percent Increase (%)	<b>0</b>
	Number Increase (#)	<b>0</b>

Page 5: C-3. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q13 1.</b> How many children in {{ Q1 }} County were in congregate care on June 30, 2018 (include children placed out-of-county)?	Child Welfare	<b>27</b>
	Probation	<b>0</b>

<b>Q14 2.</b> What was the goal for reducing congregate care placements during this time (Child Welfare)?	Percent Decrease (%)	<b>30</b>
	Number Decrease (#)	<b>9</b>

<b>Q15 3.</b> What was the goal for reducing congregate care placements during this time (Probation)?	Percent Decrease (%)	<b>0</b>
	Number Decrease (#)	<b>0</b>

Page 6: C-4. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q16 1.</b> How many children in {{ Q1 }} County do you estimate will remain in congregate care on June 30, 2019?	Child Welfare	<b>20</b>
	Probation	<b>0</b>

Page 7: D-1.1 Family Finding

**Q17 1.** Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Family Finding, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Family Finding in FY 2017-18, please briefly explain why a specific goal was not needed.

Family Finding was identified in El Dorado County's System Improvement Plan as a critical strategy for increasing permanency. CWS instituted this Family Finding goal in hopes that the improved efforts to search for family will increase the timeliness of permanency (adoption and guardianship) and potentially provide more support to parents as they reunify. Out of the Peer Review conducted on behalf of CPS in 2016, it was determined that ongoing contact with extended family is not maintained ongoing for children and youth and yet research shows that such contact is critical to support healthy transition and identity formation of children and youth. EDC understood that Intensive Family Finding results in better matching for children and youth, as well as permanency when children are not able to be reunified.

This goal remained important to El Dorado County CWS and the critical need for this goal was ever present. We found as was true in the past that the crisis oriented nature of placement demands often overshadowed family finding and while we hired and trained, as planned, our Placement worker, she worked almost exclusively on trying to find homes for emergency placement situations and hard to place children that have high intensity care needs. With funding for only one placement worker, her time was stretched trying to meet all the demands on her time with all of the placement needs for all of our Social Workers in CWS. However, many of our Social workers took on the work of Family Finding and referred families to RFA when indicated.

Additionally, CWS partnered with Lilliput for their family finding services. The County continues to review and analyze family finding procedures in use and determine where the gaps and barriers were occurring. Guidelines are being updated to reflect the best ways to practice Family Finding and Engagement. This updated policy now includes ways to use gathered family information, frequency of conducting family finding searches, and ways to document those findings. Leadership will then finalize these guidelines and train staff to the new processes. We will additionally develop specific guidelines to the use of social media. How staff can use social media to search for family has not been clearly defined, so we will consult county counsel and develop this guideline. All family members that were identified were then engaged in the Child and Family Teams (CFT), which have been implemented in accordance with AB 403.

The Placement Coordinator was unable to work as intensively on Family Finding as had been originally planned and hoped for in order to match children with relatives that are an appropriate match for temporary care or permanency due to the high demand for emergency placement of children and the challenging placement of older youth with high behavioral care needs. In an effort to support the Placement worker's family finding efforts, other staff utilized Lexis-Nexis software to enhance family finding endeavors. The Placement worker also utilized online search engines and social media as appropriate but found due to volume, any individual in this role needs additional staffing positions to tag team in this effort out of time demands that family finding efforts require. Guidelines and protocols will be developed and support will be available from the RFA Supervisor, who previously worked as a Placement Coordinator. Placement is discussed at every CFT. In January 2019, we are anticipating a social worker position dedicated to family finding to more readily assist with efforts towards permanency and reducing the number of youth in congregate care.

<p><b>Q18</b> 1. Which specific services and supports did Family Finding activities provide? Select ALL that apply.</p>	<p>Caregiver Support,</p> <p>Caregiver Training,</p> <p>Concrete Support,</p> <p>Family Finding &amp; Other Databases,</p> <p>Family Finding Support &amp; Staff,</p> <p>Initial Placement Support,</p> <p>Mental Health Services Coordination,</p> <p>Models for Engagement,</p> <p>Placement Support Staff,</p> <p>Recruitment &amp; Outreach</p>
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**Q19** 2. Please describe in detail how Family Finding activities were implemented.

Family finding activities were primarily implemented through a contract with Lilliput Children's Services. Social Workers made referrals for children who lacked connections. Lilliput conducted all family finding efforts including Lexis Nexis searches, family engagement, visitation, travel, etc. Lilliput worked collaboratively with the social worker to identify lifelong connections and when appropriate, placements. Referrals have primarily centered on youth in congregate care as a method of step down and those hard to place youth to prevent the need for congregate care. The contract has been successful, however they are only able to serve a small percentage of youth.

<p><b>Q20</b> 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.</p>	<p>YES (please describe):</p> <p>We will continue to fund the contract with Lilliput. Additionally, we are moving a social worker position to family finding as a continuing effort to move children to permanency from the back end and to promote initial family placements as appropriate. The position will be in place by January 2019.</p>
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Page 9: D-1.2 Family Finding

<p><b>Q21</b> 3a. Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?</p>	<p>YES</p>
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Page 10: D-1.2 Family Finding

**Q22 4.** Please briefly summarize how {{ Q1 }} County met its goals.

Yes and no is the best way to answer this question. We say yes because our staff did the best they could with the limited resources available and the unending demands on their time to provide timely placements for children that come into care. We also say yes because all of the efforts that we set as goals we followed through on and worked hard to engage in family finding at the level indicated for our counties specific need level. We say no because we do not feel with our limited staffing structure and resources we were able to adequately meet the need and engage in family finding efforts at the level required to truly support children, youth and families to best ensure their success at permanency and reunification.

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**Q23 5.** Please describe any advice or best practices for other counties that may wish to implement similar Family Finding activities.

We recommend a full time in house staff person that can devote their efforts to family finding activities. We believe this is a critical endeavor that is an important enough service and specialized enough skill that a dedicated trained staff is warranted. While utilizing an outside agency is possible and helpful, an in house staff person is inherently more informed and acquainted with the needs of the children, youth and family and in constant communication with the social worker and emergency response worker who was involved in the removal.

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**Q24 6.** Please briefly summarize how {{ Q1 }} County did not meet its goals.

El Dorado County employed a placement staff person that was able to devote very limited time to family finding and we also contracted out family finding services to a local provider to enrich these efforts.

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**Q25 7.** For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

Staffing resources continue to be a struggle. We struggle to maintain adequate staff to meet all of the mandates. When we lose staff in one area we often shift resources to meet the more critical needs such as investigations, case management, and crisis intervention.

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**Q26 8.** Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Family Finding activities, not already described above.

n/a

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**Q27 1.** If these activities affected children in care, please enter the number of children affected.

**Q28 2.** Please briefly state how they were affected.

RFA provided a number of support activities in an effort to support, recruit and retain Resource families. We conducted a Halloween event to provide a normalizing activity for youth in care as well as a bonding activity to enjoy with their resource family. RFA staff hosted a family day picnic with the intention of showing appreciation to resource parents as well as an opportunity for Resource families and children to come together, eat, play and talk to each other and engage in an activity that builds relationships, sense of community and connection to family.

RFA also provides ongoing case management for all RFA families by assigning a particular RFA social worker to each family to provide ongoing support and information as needed after the family is approved as an RFA home in order to better support and retain families.

Additionally, family finding efforts increased the number of lifelong connections that children have. Family finding efforts also resulted in placements with family and ultimately permanency for some.

**Q29 3.** If these activities affected caregivers, please enter the number of caregivers affected.

60

**Q30 4.** Please briefly state how they were affected.

RFA provided a number of support activities in an effort to support, recruit and retain Resource families. We conducted a Halloween event to provide a normalizing activity for youth in care as well as a bonding activity to enjoy with their resource family. RFA staff hosted a family day picnic with the intention of also providing an opportunity for Resource families and children to come together, eat, play and talk to each other and engage in an activity that builds relationships, sense of community and connection to family.

RFA also started and implemented an RFA caregiver support group tailored specifically to meet the needs of caregivers whether they be recruited homes, relative homes, or NREFM homes. RFA makes a point of providing childcare for this group that meets at CWS offices in order to support better turnout and offer respite services for 2 hours while the group is in session. The first group held had 25 caregivers in attendance demonstrating the need and demand for this type of support. RFA has designed the group to be a place where parents can support each other and deal with grief and loss and other issues unique to caring for dependent children in a child welfare system.

**Q31 5.** Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Family Finding goals, or what you intend to change going forward.

El Dorado County would like to use funds to dedicate an in house social worker to strictly conducting family finding efforts due to the time intensity of said activity and the critical importance of same. We would like to take this task off the plate of the individual social workers and have a dedicated staff be able to fulfill this function in a timely focused fashion in order to increase thoroughness and improve results. We anticipate having this role in place by January 2019.

**Q32 1.** FPRRS - State General Fund

24834

**Q33 2. FPRRS - Federal IV-E**

20928

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**Q34 3. Non-FPRRS**

0

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Page 13: D-1.5 Family Finding

**Q35 1.** Will {{ Q1 }} County continue to address the unmet goals?

YES (Please provide additional information and/or any proposed new activities involved.):  
El Dorado County will endeavor to either dedicate a staff person or an extra help staff person to perform family finding activities to improve permanency outcomes for our children and families.

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**Q36 2.** Does {{ Q1 }} County have any new goals related to Family Finding for FY 2018-19?

YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Family Finding activities that you are proposing to implement to address these goals.):  
El Dorado County shall work more closely with outside agencies to tailor family finding goals to meet the specific needs of our El Dorado CWS children, youth and families. We are dedicating one SW internally to focus on family finding efforts including Lexis Nexis searches, family outreach, family engagement, and establishing connections. Additionally, we are finalizing policies and procedures, and training staff pursuant to our System Improvement Plan with the goal of improving the time to permanency for youth.

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Page 14: D-2.1 Outreach

**Q37** 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Outreach, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Outreach in FY 2017-18, please briefly explain why a specific goal was not needed.

El Dorado County termed our Outreach goals "RFA Promotion and Recruitment Efforts". These efforts were planned to unfold as follows:

1. Implement in person and online outreach and recruitment activities.
2. Participate in general community events (Firefest, EDC Open House, etc.)
3. Ensure content in promotional materials stands alone and provides concrete information for people to easily take the next steps to become a Resource Family Parent.
4. EDC Shall continue partnering with Foster Parent Network and FKCE to encourage and support their recruitment efforts in the community.
5. EDC will utilize social media to expand presence for RFA.
6. EDC shall explore feasibility of creating an RFA campaign.
7. EDC provides as much practical support as possible to help remove barriers to individuals becoming Resource Family Parents.

EDC pursued each of the above mentioned goals throughout the year and found we were only unable to complete one which was to create the RFA campaign. This simply was a matter of priorities and placing our focus on the other goals listed with our limited time and resources. EDC county launched a social media presence and we incorporated our information to promote RFA on how to become a Resource parent and could expand this further on this site with more staff and more time.

After every outreach event we attended, we received follow up contact from individuals that had learned about becoming a Resource Family parent and called the office to learn more or to take the next step and begin attending classes .

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Page 15: D-2.2 Outreach

**Q38** 1. Which specific services and supports did Outreach activities provide? Select ALL that apply.

- Caregiver Support,
- Caregiver ,
- Training
- Child Care,
- Family Finding & Other ,
- Databases
- Family Finding Support & ,
- Staff
- Initial Placement Support,
- Marketing,
- Normalizing ,
- Activities
- Placement Support Staff,
- Recruitment & Outreach



**Q39 2.** Please describe in detail how Outreach activities were implemented.

Outreach activities were implemented by collaboration often times with current Resource families weighing in on what would be helpful or meaningful to them as well as what they would consider the best way we at the county could support them in their efforts in caring for our children.

RFA attended several outreach community events where RFA was able to set up a table and present a video and materials and RFA staff were present to meet and talk with attendees. One event inparticular EDC was a themed Open House for El Dorado County Health and Human Services where we were able to meet and greet other El Dorado County employees and tell them about becoming a Resource Family. We showed them a video that told the story of who our children are and what it means to a child to have a family love and care for them when they have been removed from their biological parents. We provided trauma informed statistics and data on the child welfare system as a whole including the unique needs of kids in care as well as detailed information about how to become a Resource Family Parent.

RFA also partnered with FKCE and Foster Parent Network (FPN) to support their efforts in supporting and recruiting families. RFA participated in a Judges panel to educate and inform on the child welfare legal system and how the courts work with families and the legislation that surrounds child protection, removal and reunification. RFA also partnered with FKCE and FPN to hold trainings where relevant topics of public health or mental health concerns were addressed for Resource family parents as well as education provided on how to connect children and families to needed resources and supports.

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<b>Q40 3.</b> Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.	<b>NO</b>
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Page 16: D-2.2 Outreach

<b>Q41 3a.</b> Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?	<b>Respondent skipped this question</b>
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Page 17: D-2.2 Outreach

**Q42 4.** Please briefly summarize how {{ Q1 }} County met its goals.

Activity Goal #1: EDC met their goal with regards to hiring a Placement Worker. This role has played a very important part in matching caregivers with children to ensure appropriate fit and set children and caregivers up for success thus improving permanency overall.

Activity Goal #2: EDC met their goal with regards to Promotion and Recruitment Efforts. EDC planned to add at least 10 new recruited homes to our Resource Family county network and 10 Recruited homes went through the RFA process during this last Fiscal year and 2 withdrew and the other families were approved leaving net 8. RFA has a high number of relative and NREFM homes and due to having only 2 RFA Social Workers we focus our RFA approval process efforts on families and NREFMS because a child is usually placed in the home on an emergency basis in these situations. This is why our Recruited home number is at this lower level. We currently have 92 county homes in El Dorado County including licensed and RFA approved.

Activity Goal #3: EDC met their goal only partially with respect to Respite and Child care. We have struggled to recruit secure dependable resource families that are interested in providing respite to other families with children in care. We shifted our communication and outreach efforts and started reaching out directly which takes a great deal of time and personal energy to have that conversation. However, we found this to be much more effective. Since shifting our approach, we have identified a few individual Resource Family homes that are willing to provide respite for other families. We still need this number to be much higher to provide the much needed support for the demanding role our Resource Families fulfill each and every day.

Activity Goal #4: EDC partially met their goal of Intensive Family Finding by hiring a Placement Social worker to conduct some family finding functions as well as the social worker conducting same. EDC also partnered with Lilliput to have them conduct family finding efforts on our behalf.

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**Q43 5.** Please describe any advice or best practices for other counties that may wish to implement similar Outreach activities.

EDC believes that having a Placement worker and a staff dedicated to placement and Family Finding proves especially critical to ensure better success in permanency for our children and families.

EDC also has found providing a support group outside of the regular "meetings" for our Resource families has proven incredibly valuable and seems to fill a need for making connections and processing grief and loss as well as feeling tangible support from the county entity that says they care.

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**Q44 6.** Please briefly summarize how {{ Q1 }} County did not meet its goals.

EDC met their goals for outreach for the most part except to say we need more recruited homes and we need more families that are willing to provide respite for other families with high needs children in care.

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**Q45 7.** For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

The barriers to recruiting more homes is the difficulty with when we recruit them, we literally have to simply refer almost 90% of our recruited homes out to Lilliput or other agencies in order to go through the RFA process in a timely manner and therefore we miss out on another county home. However, we do not have the staff to process the number of recruited homes that come to us in light of the need to prioritize our relative and NREFM homes.

As for the barrier to finding more RFA homes willing to provide respite, we understand this is in part due to fear and lack of understanding to what this involves but also due to the disruptive nature of this ask. We believe one way to overcome this barrier is to build better relationships with our RFA Families which we are working on through a myriad of ways one of which is through our RFA support group.

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**Q46 8.** Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Outreach activities, not already described above.

The most effective outreach activity we engaged in were those activities where we come face to face with the caregiver and we take time to hear their stories; one way or another. What ever that form takes.

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## Page 18: D-2.3 Outreach

**Q47 1.** If these activities affected children in care, please enter the number of children affected.

119

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**Q48 2.** Please briefly state how they were affected.

Children are positively impacted when caregivers are provided the support they need to meet the requirements of this uniquely demanding role.

Children's stress level is reduced when they are able to participate in normalizing activities in the midst of traumatic events in their life. Normalizing events reassure them that things can return to normal and that life can feel really bad one day but much better the next. This is extremely important when we are trying to boost resiliency in children who have lives that are being torn apart.

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**Q49 3.** If these activities affected caregivers, please enter the number of caregivers affected.

92

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**Q50 4.** Please briefly state how they were affected.

Caregivers step up to be there for children who are in need. But often times, they are not prepared for the toll it takes to care for children who have been through a traumatic event and multiple losses. This can mean secondary trauma for the caregiver. Our job at the county is not only to provide the education to Resource parents in how to parent children who have this background but also to provide the support when possible to better ensure they continue to provide the stable and loving home they set out to provide when they embark on this journey.

**Q51 5.** Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Outreach goals, or what you intend to change going forward.

We would have started the support group sooner and we would have hired a professional child care organization to provide child care during the support group so that our families could have depended on this service without concern.

Additionally, we are beginning to partner more with our faith based community and explore options for outreach whether through becoming a resource parent, a CASA, or in some other capacity.

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Page 19: D-2.4 Outreach

**Q52 1.** FPRRS - State General Fund

24834

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**Q53 2.** FPRRS - Federal IV-E

20928

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**Q54 3.** Non-FPRRS

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Page 20: D-2.5 Outreach

**Q55 1.** Will {{ Q1 }} County continue to address the unmet goals?

YES (Please provide additional information and/or any proposed new activities involved.):  
EDC shall continue to work toward recruiting respite homes.  
EDC shall continue to increase their number of recruited homes to increase the number of options for placement.  
EDC shall also set a clear start date for implementing our conversion plan for our licensed homes to RFA.

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**Q56 2.** Does {{ Q1 }} County have any new goals related to Outreach for FY 2018-19?

YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Outreach activities that you are proposing to implement to address these goals.):  
Activity #1: Hire a Family Finding staff social worker to assist with family finding activities and serve as backup when Placement worker is out. Activity #2: Increase number of Respite homes by 5 Activity #3: Increase number of Recruited homes by 15

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Page 21: D-3.1 Reducing Congregate Care

**Q57** 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Reducing Congregate Care, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Reducing Congregate Care in FY 2017-18, please briefly explain why a specific goal was not needed.

EDC set a goal of reducing our congregate care by 9 children which totaled a 30% of our children in care at that time. Currently, EDC has 25 children in congregate care and while we worked to reduce this number by stepping children down into lower levels of care, we would have a new child come into care with high needs who required congregate care so our numbers at fiscal year end went up slightly and stayed there. We are seeing a concerning trend over all of children coming into the system that display more severe behavioral and emotional care needs as a result of developmental challenges, TBI issues, or issues caused by drug exposure at birth. Until these public health issues are addressed, many families will not be able to offer the in home round the clock level of care many children need that find there way into our child welfare system.

However, our goal for number of children in congregate care of course will always continue to ideally be zero and we will continue to strive for this hoping for a loving permanent home for all children regardless of level of behavioral, emotional or medical challenges.

Page 22: D-3.2 Reducing Congregate Care

**Q58** 1. Which specific services and supports did Reducing Congregate Care activities provide? Select ALL that apply.

- Caregiver Support,
- Caregiver Training ,
- Family Finding & Other Databases ,
- Family Finding Support & Staff ,
- Initial Placement Support,
- Placement Support Staff,
- Recruitment & Outreach,
- Respite Care,
- Staff Training

**Q59** 2. Please describe in detail how Reducing Congregate Care activities were implemented.

CFT's were utilized on a regular basis to discuss placement with children, family members and their community supports to determine best placement options for children with high needs placement issues. We also convened a Placement committee where informed staff case managed all children and families that required this level of care to ensure the best possible outcomes. Finally, our Placement worker worked to recruit families that could and would care for higher needs children.

Additionally, our contract with Lilliput for family finding activities focused on youth in congregate care as a mechanism to identify families and step them down.

<b>Q60</b> 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.	YES (please describe): Continue convening the Placement committee and staffing individual cases to ensure best practices. Shore up Placement workers efforts to help with recruitment of in home high level caregivers. Continue utilizing CFTs as often as needed to give the families voice and choice around placement for their children to tailor placement to the children and families needs. A recent reorganization has also created a new position to focus on the youth in permanent placement and try to move them to permanency. This position will have a lower caseload and work closely with Lilliput and the family finding social worker to step youth out of congregate care and towards permanency.
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Page 23: D-3.2 Reducing Congregate Care

<b>Q61</b> 3a. Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?	YES
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Page 24: D-3.2 Reducing Congregate Care

**Q62** 4. Please briefly summarize how {{ Q1 }} County met its goals.

No EDC did not meet their goals for reducing congregate care even though we implemented sound practice approaches to address the problem. We believe the problem is a larger public health issue and requires more state support in understanding the problem where it is today and how to best support this unique cohort of children who have extremely high needs and come from families who are ill equipped to care for them.

**Q63** 5. Please describe any advice or best practices for other counties that may wish to implement similar Reducing Congregate Care activities.

EDC recommends implementing CFT's to give families voice and choice.  
EDC recommends making all placement decisions with regards to congregate care in a Placement committee format.  
EDC recommends making employing one staff person at minimum to recruit homes specifically to serve this population.

**Q64** 6. Please briefly summarize how {{ Q1 }} County did not meet its goals.

EDC did not meet their goals because our number of children in congregate care actually increased by the end of this fiscal year period.

**Q65** 7. For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

To reiterate, EDC did not meet their goals for reducing congregate care even though we implemented sound practice approaches to address the problem. We believe the problem is a larger public health issue and requires more state support in understanding the problem where it is today and how to best support this unique cohort of children who have extremely high needs and come from families who are ill equipped to care for them.

Additionally, we implemented a dual status youth initiative in this past year which has also impacted our congregate care population. Traditionally these young people would be served by probation but with the increased partnership and collaboration Child Welfare is becoming involved earlier. Many of these youth are entering our system with a first placement in congregate care due to their exhibited needs.

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**Q66** 8. Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Reducing Congregate Care activities, not already described above.

Already described above.

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Page 25: D-3.3 Reducing Congregate Care

**Q67** 1. If these activities affected children in care, please enter the number of children affected.

10

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**Q68** 2. Please briefly state how they were affected.

These children EDC stepped down to a lower level of care during this fiscal year period.

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**Q69** 3. If these activities affected caregivers, please enter the number of caregivers affected.

10

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**Q70** 4. Please briefly state how they were affected.

These caregivers expanded their idea of the age and needs of children they would serve and have opened their homes to youth they would not have initially considered.

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**Q71 5.** Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Reducing Congregate Care goals, or what you intend to change going forward.

EDC will continue to work to build up our resource pool of families who are equipped and willing to care for children with high intensity behavioral, emotional or medical care needs. Our resources are lacking in this area while we understand we are not unique in this regard. We will continue to offer the support to these families which we already have in place. EDC just has to locate the families which has been our biggest challenge. However, it bears repeating, there is a larger public health issue in play that warrants a larger discussion about all the variables impacting the congregate care problem.

We also intend to increase regular staffings and CFTs on the youth in congregate care to continue to focus on their transition plans and needs.

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Page 26: D-3.4 Reducing Congregate Care

**Q72 1.** FPRRS - State General Fund

24834

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**Q73 2.** FPRRS - Federal IV-E

20928

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**Q74 3.** Non-FPRRS

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Page 27: D-3.5 Reducing Congregate Care

<b>Q75 1.</b> Will {{ Q1 }} County continue to address the unmet goals?	YES (Please provide additional information and/or any proposed new activities involved.): EDC shall continue to work in Placement committee to find the lowest level of care for all of EDC children. EDC shall continue to work on recruiting caregivers equipped to provide permanency to high needs children. EDC shall continue to conduct CFTs to give the families voice and choice to ensure their preferences are being honored and respected with regards to placement of their children with high needs.
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<b>Q76</b> 2. Does {{ Q1 }} County have any new goals related to Reducing Congregate Care for FY 2018-19?	YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Reducing Congregate Care activities that you are proposing to implement to address these goals.):  Work with the state on addressing the larger public health issues in play negatively impacting placement of children with high needs. EDC will dedicate a social worker position towards family finding to identify family placements for youth in congregate care. EDC is partnering with Behavioral Health to hire parent and youth partners to improve family engagement, reunification, and access to services to support in the community.
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Page 28: D-4.1 Stabilizing Placements/Removing Barriers

**Q77** 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Stabilizing Placements/Removing Barriers, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Stabilizing Placements/Removing Barriers in FY 2017-18, please briefly explain why a specific goal was not needed.

EDC set a goal of hiring a Placement worker in order to provide better stabilization for placements.  
EDC started a support group to provide stabilization for placements by providing direct support to caregivers.  
EDC provided Halloween event, Family Picnic and other holiday activities to promote normalizing experiences in order to stabilize placements for kiddos and reduce trauma.  
EDC purchased smoke detectors and carbon monoxide detectors to remove barriers for emergency placement providers.  
EDC continues to provide an assigned social worker to each RFA family to provide ongoing support in an effort to stabilize placements.

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Page 29: D-4.2 Stabilizing Placements/Removing Barriers

<p><b>Q78</b> 1. Which specific services and supports did Stabilizing Placements/Removing Barriers activities provide? Select ALL that apply.</p>	<div> <div>Caregiver Support,</div> <div>Caregiver Training,</div> <div>Child Care,</div> <div>Concrete Support,</div> <div>Family Finding &amp; Other Databases,</div> <div>Family Finding Support &amp; Staff,</div> <div>Initial Placement Support,</div> <div>Normalizing Activities,</div> <div>Placement Support Staff,</div> <div>Recruitment &amp; Outreach,</div> <div>Staff Training,</div> <div>Step Down Shelters</div> </div>
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**Q79** 2. Please describe in detail how Stabilizing Placements/Removing Barriers activities were implemented.

EDC hired a Placement worker to help with stabilizing placements by improving placement matching and concurrent planning. EDC's Placement worker was subsequently trained in and dedicated to matching children to a placement where they would best thrive. This worker partnered with families and social workers to remove barriers to placement that ensured child's needs were being considered and visitation and access to family was also kept at the forefront of placement decision making.

EDC conducted a support group to provide direct support to caregivers in hopes of reducing secondary trauma and thereby stabilizing placement.

EDC held normalizing events in the form of providing a trick or treating opportunity for children and Resource families at Halloween as well as a Resource Family appreciation picnic in summer.

EDC worked to remove barriers by purchasing safety devices that are required for home inspection and RFA approval in order to remove barriers to emergency placements in the event of detention and removal of children that are placed with relative or NREFM caregivers who were unprepared for such a placement and were lacking said devices.

<p><b>Q80</b> 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.</p>	<p>NO</p>
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<p><b>Q81</b> 3a. Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?</p>	<p>Respondent skipped this question</p>
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Page 31: D-4.2 Stabilizing Placements/Removing Barriers

**Q82 4.** Please briefly summarize how {{ Q1 }} County met its goals.

EDC met this goal by providing support that translated into families expressing that they felt tangible support from RFA and appreciated the accessibility of RFA staff.

EDC met this goal by hiring a Placement worker who worked to match children to placements based on best practices.

EDC met this goal by providing safety devices that many relatives and NREFM lack and without said devices would prevent emergency placement of a child they are otherwise willing to care for.

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**Q83 5.** Please describe any advice or best practices for other counties that may wish to implement similar Stabilizing Placements/Removing Barriers activities.

The RFA support group has proven to be highly impactful in stabilizing placements by directly supporting our Resource parents.

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**Q84 6.** Please briefly summarize how {{ Q1 }} County did not meet its goals.

EDC continues to be forced to facilitate too many placement changes for children in our care. We are well aware of the negative impact of multiple placement changes and the correlation between the number of placement disruption/change and increase in traumatic symptomology manifested by children and youth.

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**Q85 7.** For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

The barriers and challenges of numerous high needs children and the low numbers of equipped homes to care for these high needs children caused this goal to be compromised by too many placement changes. Additionally, access to behavioral health services that truly meet the needs of children in the community is an area of need. Families and children do not have access to the level of in-home services and supports that are often required to maintain children in their homes.

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**Q86 8.** Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Stabilizing Placements/Removing Barriers activities, not already described above.

EDC believes this problem has to be confronted on two fronts. First from the perspective of recognizing that the children coming in to care in our present day child welfare culture have across the board high needs than in previous decades. And secondly, that efforts must be focused around recruiting, training and fairly compensating resource families that are equipped and willing to take care and provide a loving stable and permanent home for children and youth with high needs.

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Page 32: D-4.3 Stabilizing Placements/Removing Barriers

**Q87 1.** If these activities affected children in care, please enter the number of children affected.

**Q88 2.** Please briefly state how they were affected.

We have 280 children in care and therefore all of these children have been either positively or negatively impacted by the stabilizing efforts or the failure of said efforts put forth by EDC. EDC strives to serve each and every child that comes into our care in a culturally informed and child specific way. To this end, we found certain placements were more successful than others and more than not were due to the needs of the child exceeding the skills of the caregiver. Again, this is a problem we frequently encountered for our children with high intensity needs.

EDC worked to remove barriers by purchasing safety devices in order to successfully place approximately more than 100 children in emergency placement homes.

**Q89 3.** If these activities affected caregivers, please enter the number of caregivers affected.

119

**Q90 4.** Please briefly state how they were affected.

A significant portion of our 119 caregivers were positively impacted by the additional support provided by the RFA support group per their direct feedback.

Our 119 caregivers, were also impacted by the trainings and meetings made available through FKCE to further support the unique efforts require of those caring for children in the child welfare system.

Our caregivers also were positively impacted by the normalizing activities we provided for them to enjoy together as a family to support bonding time through shared activities and creating positive memories.

Our caregivers also benefited from receiving safety devices that permitted their homes to be approved and ready for emergency placement of their relative or NREFM child or children on a moments notice.

**Q91 5.** Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Stabilizing Placements/Removing Barriers goals, or what you intend to change going forward.

EDC shall continue to identify barriers as directly reported by caregivers through the RFA support group and FKCE training venues.

EDC shall continue to work toward refining the placement process and procedure and building relationships with area service providers so that our Placement worker can suggest and make the best matches and most informed matches possible.

EDC is also in the process of integrating into a System of Care model that would ideally improve communication and access to services for children and families.

**Q92 1.** FPRRS - State General Fund

24834

**Q93 2. FPRRS - Federal IV-E**

20928

**Q94 3. Non-FPRRS**

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Page 34: D-4.5 Stabilizing Placements/Removing Barriers

<b>Q95 1.</b> Will {{ Q1 }} County continue to address the unmet goals?	<p>YES (Please provide additional information and/or any proposed new activities involved.):</p> <p>EDC shall work to refine Placement matching process to ensure best practices and sustain successful stable placements by building informed relationships with area service providers as well as recruiting new RFA homes of qualified individuals who can care for children with high needs. EDC has opted in to the Emergency Child Care Bridge Program and hope to use this new program to remove the child care barriers. FPRRS funding will be utilized when necessary to pay for the cost of trustline when the caregiver is opting for a licensed exempt provider. There is a shortage of licensed child care programs in El Dorado County, especially for infants so trustline will be necessary to meet the child care needs.</p>
<b>Q96 2.</b> Does {{ Q1 }} County have any new goals related to Stabilizing Placements/Removing Barriers for FY 2018-19?	<p>YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Stabilizing Placements/Removing Barriers activities that you are proposing to implement to address these goals.):</p> <p>Schedule meetings with area service providers that are potential and historical placements to better understand the perfect fit for children that would be successful in their care. Schedule part of Placement worker's time to recruit families that are already county homes that are willing to take on and care for children with high needs or older teens that are harder to place simply due to age. Continue to work towards service integration to bridge the gaps between Child Welfare and Behavioral Health.</p>

Page 35: D-5.1 Supporting Caregivers

**Q97** 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Supporting Caregivers, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Supporting Caregivers in FY 2017-18, please briefly explain why a specific goal was not needed.

EDC set a goal to hire a Placement worker to better support caregivers with matching children to placement in caregivers homes.

EDC set a goal of supporting caregivers in more tangible ways beyond trainings that would resonate with caregivers.

Page 36: D-5.2 Supporting Caregivers

**Q98** 1. Which specific services and supports did Supporting Caregivers activities provide? Select ALL that apply.

- Caregiver Support,
- Caregiver Training
- Child Care,
- Concrete Support,
- Family Finding & Other Databases
- Family Finding Support & Staff
- Initial Placement Support,
- Normalizing Activities
- Placement Support Staff,
- Recruitment & Outreach, Staff Training

**Q99** 2. Please describe in detail how Supporting Caregivers activities were implemented.

EDC hired a Placement worker to tailor matching children to caregivers to ensure better success and stability of placements.  
EDC started a caregiver RFA support group to provide tangible in person support on real issues experienced by our caregivers in caring for children in the child welfare system.  
EDC provided normalizing activities to support our families in bonding efforts and together time with children in their care and to also show our appreciation for all they do.  
EDC also provided an individual social worker to each Resource family before and after approval to offer ongoing support as needed.

**Q100** 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.

YES (please describe):  
EDC is committed to continuing these activities due to the positive response and feedback from the caregivers.

Page 37: D-5.2 Supporting Caregivers

**Q101 3a.** Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?

NO (Please describe alternate methods by which {{ Q1 }} County intends to provide the services and supports by these activities.):  
EDC is not in a position to fund these activities but we are committed to continuing these efforts due to how critical they are to our families being successful in their efforts to care for our counties children in need. So in essence, we plan to find new ways to meet these needs without FPRRS funding after it has ceased.

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Page 38: D-5.2 Supporting Caregivers

**Q102 4.** Please briefly summarize how {{ Q1 }} County met its goals.

EDC met their goals by providing support in a myriad of ways as discussed in previous questions that by report from caregivers made them feel supported and "like they were not in this alone".

**Q103 5.** Please describe any advice or best practices for other counties that may wish to implement similar Supporting Caregivers activities.

EDC believes the most supportive activities conducted for caregivers are similar to those held for families and that is those activities that give them voice and choice. For us, this turned out to be our RFA support group.

**Q104 6.** Please briefly summarize how {{ Q1 }} County did not meet its goals.

EDC does not have enough families that are equipped to care for children with high needs. Part of our supporting caregiver efforts needs to include recruiting. It also needs to include supporting caregivers we already know in caring for children who may have higher needs but assuring them of our partnership in supporting them in the process and making certain they have the community supports and resources to meet this child's variety of needs whatever they may be.

**Q105 7.** For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

Time and staff limitations kept EDC from focusing our efforts here. Instead we spent our time processing relatives and NREFMs through the RFA approval process and managing emergency placements and working to find placements for children with high needs which took a significant amount of the Placement workers time.

**Q106 8.** Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Supporting Caregivers activities, not already described above.

Nothing beats face to face support with caregivers. EDC also found it to be critical that our staff were accessible and timely in their response time no matter how busy they got so that caregivers felt and knew their concerns were a priority.

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Page 39: D-5.3 Supporting Caregivers

**Q107** 1. If these activities affected children in care, please enter the number of children affected.

280

**Q108** 2. Please briefly state how they were affected.

When we support caregivers, all of our children who are in care receive better care.

**Q109** 3. If these activities affected caregivers, please enter the number of caregivers affected.

92

**Q110** 4. Please briefly state how they were affected.

Our caregivers who attended support group and reached out to receive individualized support from their RFA Social worker navigated the RFA process better as well as had a better chance of maintaining their placements after approval.

**Q111** 5. Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Supporting Caregivers goals, or what you intend to change going forward.

Outcomes achieved were that caregivers received increased support, they were better able to manage challenges in navigating the RFA process as well as challenges associated with caring for children and youth in the child welfare system.

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#### Page 40: D-5.4 Supporting Caregivers

**Q112** 1. FPRRS - State General Fund

24834

**Q113** 2. FPRRS - Federal IV-E

20928

**Q114** 3. Non-FPRRS

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#### Page 41: D-5.5 Supporting Caregivers

**Q115** 1. Will {{ Q1 }} County continue to address the unmet goals?

YES (Please provide additional information and/or any proposed new activities involved.):

We will endeavor to improve our efforts to recruit, train and support caregivers in caring for children with high needs.



**Q116** 2. Does {{ Q1 }} County have any new goals related to Supporting Caregivers for FY 2018-19? **NO**

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Page 42: E. Comments

**Q117** Please use the box below for any comments, questions, or concerns about the survey or the use of Survey Monkey.

I wish I could move through the survey without having to scroll through every page. Thanks!

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